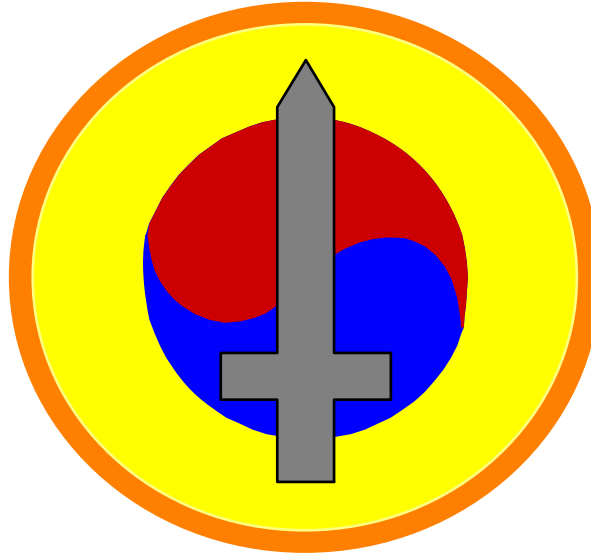


175TH FINANCIAL MANAGEMENT CENTER (FMC)



LEADERSHIP STRATEGY BRIEFING

TO

MEMBERS OF THE 175TH FMC

12 OCTOBER 2006



ASSESSMENT TO STRATEGY

(1 OF 2)

175TH FMC

1. What are the biggest challenges the 175th FMC is facing (or will face) in the near future?
2. Why is the 175th facing (or going to face) these challenges?
3. What are the most promising opportunities?
4. What do we need to realize these opportunities?
5. If you were me, what would you focus on?



ASSESSMENT TO STRATEGY

(2 OF 2)

175TH FMC

- Communications check
- Internal/External command and staff visits
 - Who we are and how are we doing
 - Who they are and what they do for us
- Sensing session — Ms Galimore, EAEEEO 23 Oct
- Chief's Assessment and Strategy 01 Sep/12 Oct
- Happy New (Fiscal) Year!! 1 Oct/9 Nov



175th FINANCIAL MANAGEMENT CENTER

175TH FMC

The 175th Financial Management Center provides world class finance and accounting service support in the Republic of Korea. The 175th FMC is unique as no other organization at this level provides the same expanse of finance service support to units, activities, soldiers, and civilians. We are the commander's trusted financial experts.



BE

175TH FMC

Be prepared. We must know our critical war-time finance service support tasks and be able to survive. Master the fundamentals that enable the funding of goods and services supporting the commander's ability to generate combat power. Focus on what makes sense to get to the battlefield and survive, and to "Serve and Defend."



KNOW

175TH FMC

Know finance and accounting. We must know our critical core mission tasks and provide timely and accurate support. Master the fundamentals that provide *active* finance service support to units, activities, soldiers, and civilians. Focus on financial expertise and operations to “Support and Serve.”



DO

175TH FMC

Do what is right. We are a highly professional and ethical organization with established values and standards. Plan, resource, and execute finance service support well and accept mistakes as a product of learning and training, but avoid repeating mistakes. All events are training events with opportunities to improve.



CARE

175TH FMC

Care for yourself and each other. Safety is everyone's responsibility. Assess mission requirements and never assume away risk. Respect is to everyone's mutual benefit. You only command as much respect as you give. Take leave, spend time with your family and friends, and help others. Take mental breaks; go to school; and feel good about yourself, what you do, and why you do it. No soldier or civilian is of great value if burned out, poorly trained, or unhappy.



Responsibility

175TH FMC

I am responsible for the strategy, structure, systems, skills, and culture of the 175th Financial Management Center.

- Strategy: Core approach the organization will use to accomplish goals.
- Structure: How people are situated in units and how their work is coordinated.
- Systems: The processes used to add value.
- Skills: The capabilities of the various groups of people in the organization.
- Culture: The values, norms, and assumptions that shape behavior.



Assessment Questions

175TH FMC

- What are the biggest challenges the 175th FMC is facing (or will face) in the near future?
- Why is the 175th FMC facing (or going to face) these challenges?
- What are the most promising opportunities?
- What do we need to realize these opportunities?
- If you were me, what would you focus on?



1. What are the biggest challenges the 175th FMC is facing (or will face) in the near future?

175TH FMC

- Start –up, Turn-around, Realignment, or Sustaining Success?
- Realignment: the challenge is revitalizing a unit, product, process or project that is drifting into difficulty. There are storm clouds on the horizon indicating a need to reinvent the business.
- Sustaining Success: the challenge is preserving the vitality of a successful organization and taking it to the next level through new challenges.



2. Why is the 175th FMC facing (or going to face) these challenges?

175TH FMC

- Facts of life:
- OIF/OEF and transformation are DoD's priorities
 - General Bell's comments regarding a future force that envisions a separate ROK command in a lead role, greater UN role and a diminished US role that is primarily Air/Navy centric.
- Resource constraints
 - Fiscal constraints—60% of non-payroll and 82.5% of payroll
 - Twelve vacancies and a hiring freeze is an unacceptable level of risk
 - Cannot afford to fund or maintain status quo
- Relevancy—can someone else do it better, faster, and cheaper [50% reduction in CAO was an economic truth—the numbers don't lie]
- Inadequate communication both vertical and horizontal [fact vs fiction, doctrine of no surprises, who else needs to know]
- Educating others on what we do and how well we do it



3. What are the most promising opportunities?

175TH FMC

- Anticipate [not predict] change through broad concepts
- Realign given resources to capitalize on talent, mitigate risk, and accomplish the mission
- Leverage technology, improve processes, educate work force, incorporate L6S
- Communicate philosophy and strategy throughout, measurements of success, leadership by walking around, and encourage dialog at all levels
- Educate others on the 175th FMC organization and functions



4. What do we need to realize these opportunities?

175TH FMC

- Acquire the right resources to enable a forward looking and thinking organization—short two majors and one lieutenant colonel.
- Return Principal Assistant to his full time role of financial management assistance, advice, and council to the FMC Chief
- Conduct organizational efficiency and effectiveness review to alleviate shortfall of vacancies
 - L6S specialists and projects
 - Merger of like or redundant functions
 - Process improvement and automation initiatives
- Ensure understanding of Chief's philosophy, assessment, strategy, and evaluation of strategy effects
 - Need acceptance by 19th ESC
 - Need support of 175th senior leaders and managers
 - Need understanding of 175th rank and file
- Mission, roles, tasks, and metrics brief lay-down to DCO 19th ESC and a discussion with CG, 19th ESC on organization assessment and proposed strategy



5. If you were me, what would you focus on?

175TH FMC

- Sustaining success
- Room for greater efficiency
- Better communication
- Education
- Technological innovations, process improvement, e-paper products
- COLA, taking care of soldiers and families with excellent pay support
- Resolving/managing indiscipline and establishing the right behavior
- Educating others on what we do
- Provide finance senior leader coaching and mentoring



Why This Strategy?

175TH FMC

- Objective is to enable the 175th FMC to deliver effective and efficient financial management service to USFK and 8th Army by maximizing organizational strategy, structure, skills, systems, and culture within existing resource constraints and capitalizing on opportunities for greater efficiency and effectiveness.
- Fact-of-life: Hiring freeze supports Army Priorities of Transformation and OEF/OIF.
- Fact-of-life: Received 60% of non-payroll and funded payroll at May 06 OH strength.
- Fact-of-life: Cannot afford the risk of 12 vacancies, but will not receive additional funding.
- Fact-of-life: Relevancy is a reality and not a notion—can the competition do it better, faster, and cheaper.
- Therefore: Capitalize on what resources can be controlled through realignment and improvement, and obtained through military manpower in order to remain a relevant and successful organization.

No spaces or faces are lost—I have no authority to reduce personnel



Initial Strategy

Actions & Enablers

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- Return Principal Assistant to his full time role of financial management assistance, advice, and council to the FMC Chief
 - From tactical/operational execution to operational/strategic assessment, planning, and oversight
- Detail of Ms. Stoddard [Accounting Policy] to Management Accounting vice MA division chief [Ms O'Brien]
- Detail of Mr. Lau Deputy Director, CP&A to Accounting Policy vice Stoddard
- Detail of Major Anderson, Chief Finance Policy, as Director CP&A vice Ciesinski/Lau and assign MSG Rigsby and SFC Uko to assist
 - Hiring action for new civilian CP&A
 - To provide training opportunity and evaluation
- Dual hat major Seward as Chief, Finance Policy and Internal Control Chief
 - Expand IC to include business process improvement
 - That is, map process in addition to ensuring compliance
 - Part of organizational Lean Six Sigma

No spaces or faces are lost—I have no authority to reduce personnel



Future Strategy *Actions & Enablers*

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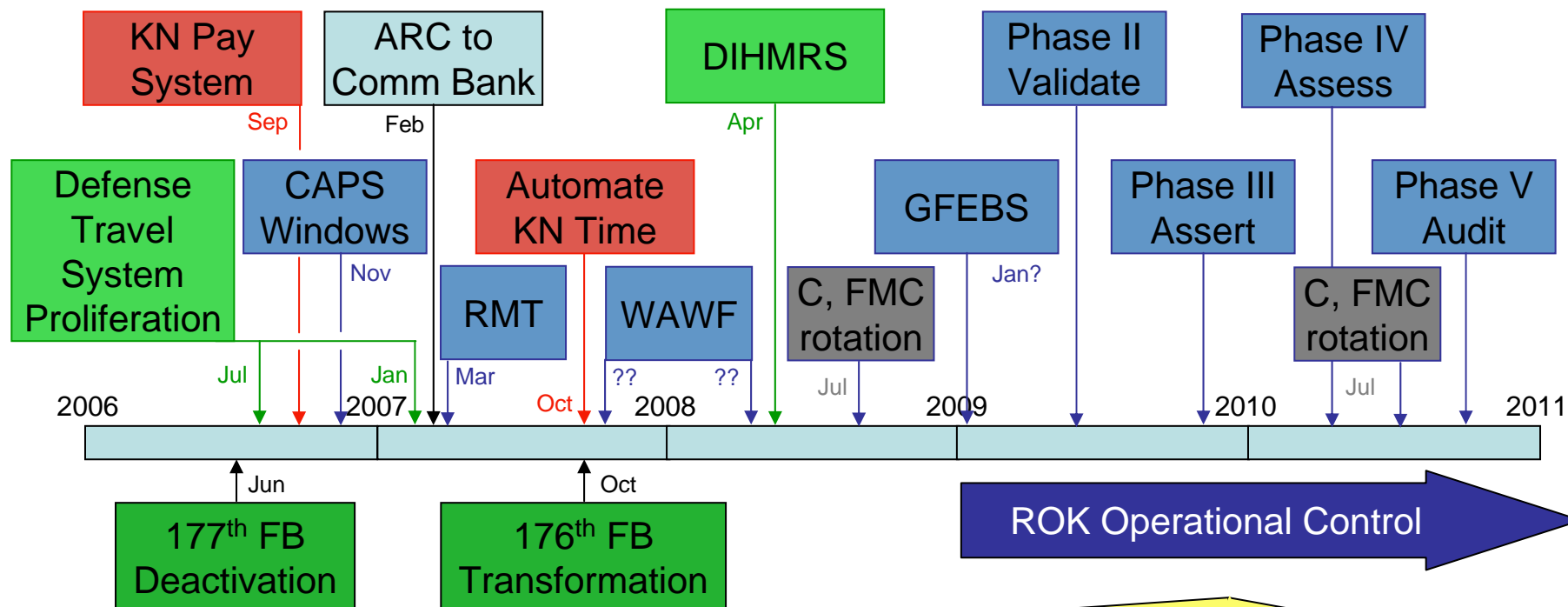
- Council of Supervisors Brief (Quarterly)
 - Develop Sub-unit Mission Statements
 - Brief current and future operations
 - Determine Priorities and Resources
- Performance Metrics (Quarterly)
 - Internal and External
 - Brief to 19th and 175th
- Performance Management (Quarterly)
 - Supervisor Training
 - Counseling and IDP Review



TIME LINE

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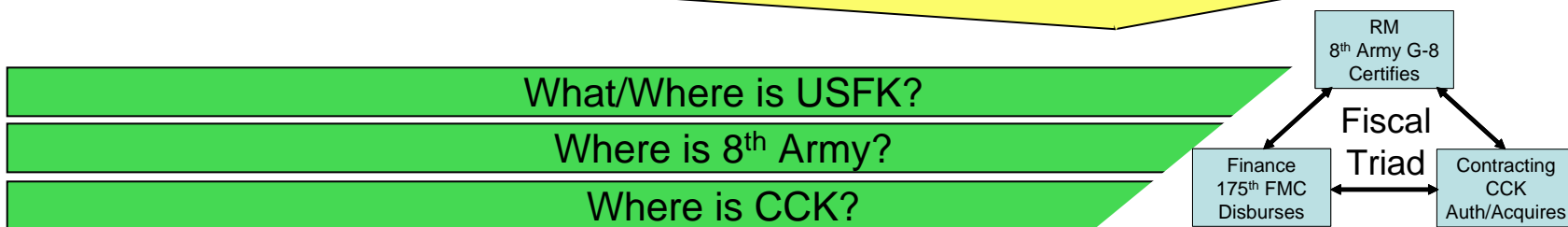
Enablers to Success



Camp Humphreys Expansion – Increased volume for Ops, Disb, and MAD

CCIRs

19





HQ, Eighth United States Army

US Civilian Townhall Meeting

175TH FMC

WHO: HQ, Eighth US Army Civilian Employees

WHAT: Townhall meeting on transformation and
realignment of forces in Korea

WHEN: 13 October 2006, 1000 -1100

WHERE: Balboni Theater, Main Post,
Yongsan Army Garrison

Hosted by: Chief of Staff, Eighth United States Army

For more information, contact the Directorate of Human Resources Management,

at 724-4808/ 3992 / 6420



Back Up

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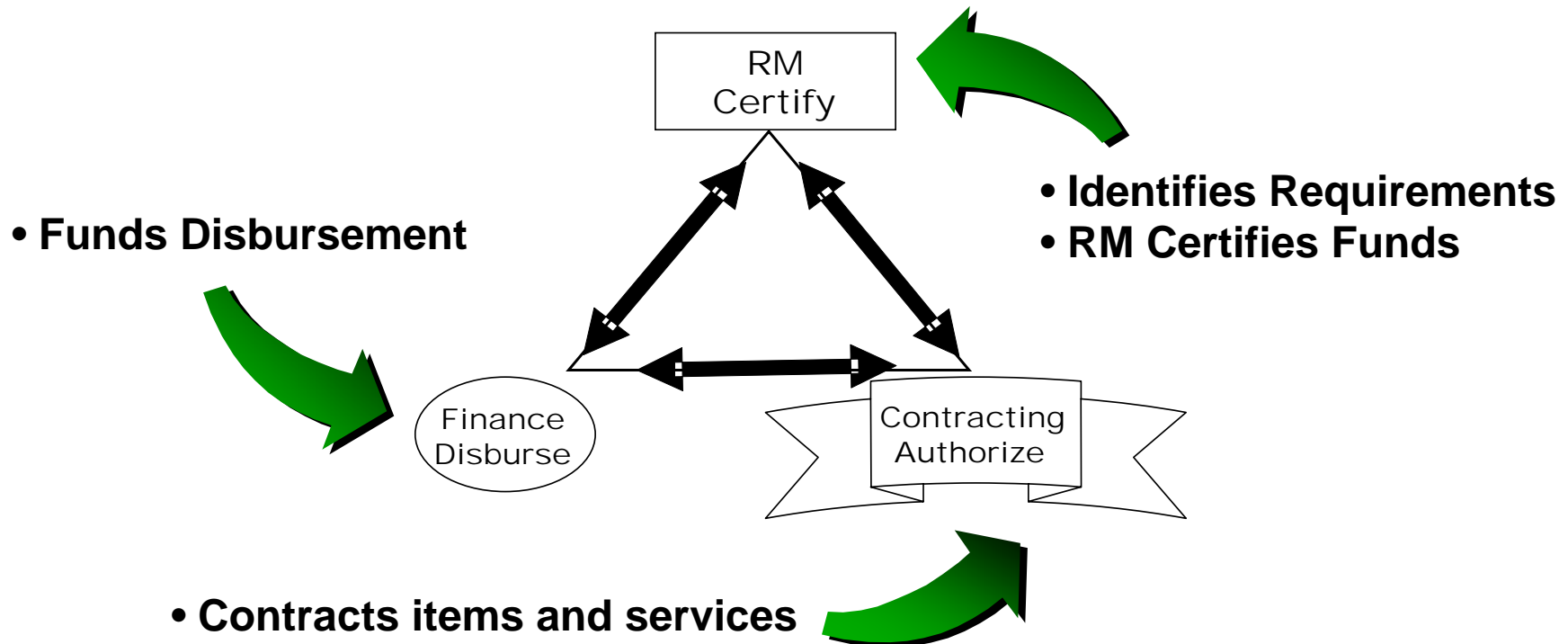


Contemporary Operating Environment

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- **Lessons learned from current operations**
 - Traditional stove piped competencies are blending
 - Officers often fill positions without requisite skills

Fiscal Triad





What is Needed

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- Multifunctional Financial Management Officers
- Requirement to develop officers with professional FM skills
 - Common FM skills and requisite education and assignments
 - Steeped in warrior ethos and understanding of tactical and operational Army/Joint Service needs
- Create greater breadth and depth at Senior Level for operational and strategic assignments
 - ASCC, Corps, and Division G8
 - Chief, Financial Management Center
 - Army Command, ASCC, DA and DOD Staff
- Improved flexibility in assigning officers with right skills, knowledge and experience

Enlisted MOSs merged to Financial Management Technician in Oct 2004



OPMS Review

175TH FMC

- **Combine similar functions and reduce career fields**
- **Functionally align Branches and Functional Areas**
- **Move Away from Command Central Focus**
- **Expand Joint, Inter-agency, Inter-governmental, Multi-national (JIIM) assignments, exposure, and experience**
- **Modify the Career Field Designation Process**
 - **Career Field Designate at 7th year of service**
 - **Affords multifunctional financial management training and experience earlier in career**

Provide a multifunctional FM Officer (Pentathlete) with the required skills, and attributes to support a Modular Army in the Contemporary Operating Environment (COE) at every level of war



FINANCE CORE COMPETENCIES

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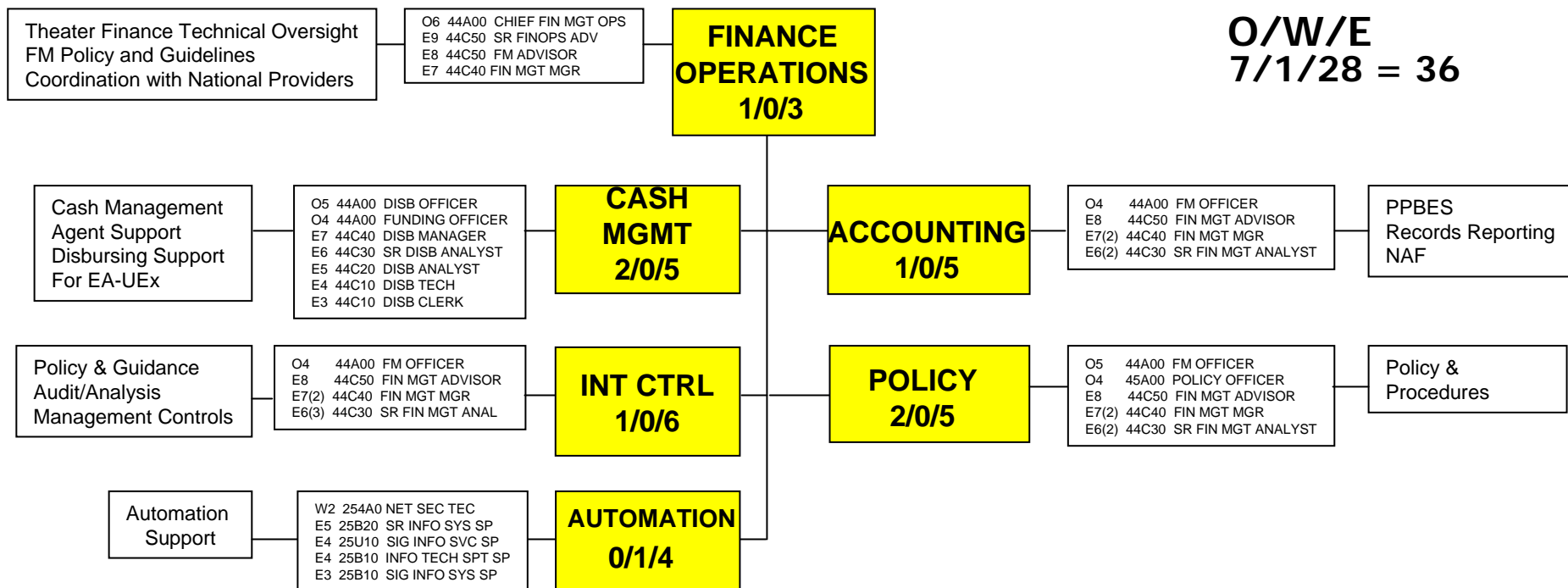




FM Transformation

Financial Management Center

175TH FMC



Note: All 44A and 45A positions are open to both 44A and 45A officers. The positions will be recoded as 36A as part of the merger



Financial Management Officer Lifecycle Development & Utilization Model

175TH FMC

YEARS	0		10		20		30			
Rank	LT		CPT		MAJ		LTC		COL	
Professional Military Education	BOC		CCC	FMQC	Core & FM ILE		SSC			
Additional Training		Disb, CVS, PPBES, RMTTC, RMBC			ACC, PRMC		DFMC			
	Defense Comptrollership Program, TWI, Fellowships									
	DEVELOPMENTAL & UTILIZATION ASSIGNMENTS									
Typical Assignments	Det Disb Off FM Co Disb Off	Det Cdr FM Co XO Bn/Bde Staff Tng/Cmbt Dev Fin Sch Service Sch Instr AC/RC support Budget Officer, RM Team Budget Analyst Program Analyst Management Analyst RM Systems Officer Deputy Comptroller			FM Co Cdr Bde Spt Opns Off FMC Fin Off FMC Funding Off AC/RC Support Joint/DA/ACOM Staff Budget Officer Budget Analyst RM Plans Officer Management Analyst Fin Mgmt Officer SEP BDE Comptroller Bde Spt Opns Off		FMC Fin Officer FMC Disb Off Army Policy Off Joint/DA/ACOM Staff BSB/Garrison Cdr/Bn Cdr DIV Comptroller Ch, Budget OPS Ch, RM Div Ch, Management XO, Army G8 DRM		Chief, FMC Cmdt, Finance School Director, DFAS Field Site Soldier Support Institute Deputy Commander ACOM/DA/Joint Staff Division/Installation Staff Corps, Comptroller Army Comptroller DCSRM ADCSR Ch, Program & Budget Ch, Management Ch, Execution	
	Successful completion of Company Grade Leader Development in a Basic Branch									
Self Development	Baccalaureate Degree	Graduate Degree								
		Financial Manager Certification								